

<b>TRANSMITTAL SLIP</b>		DATE 5 Oct 82
TO: Executive Registry		
ROOM NO.	BUILDING	
REMARKS:		
FROM: O/DDI		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241  
1 FEB 55

REPLACES FORM 36-8  
WHICH MAY BE USED

(4)

DDI #8068-82  
5 October 1982

MEMORANDUM FOR: Director of Central Intelligence

FROM : Deputy Director for Intelligence

SUBJECT : Response to Anne Armstrong on a Policymakers Views of Analysis [ ]

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1. Ambassador Armstrong has written you (at Tab I) forwarding Sy Weiss' report on his interviews with a number of senior policymakers concerning their views of intelligence analysis and contacts with CIA and the NIOs. She has had the report sanitized to delete the names of the sources but a list of those interviewed is at the end of the package. Their complaints are familiar ones: not much longer term analysis, not particularly insightful, not relevant to policy issues, lack of historical perspective, too much material of little interest, failure to look at alternatives, too cautious, and so forth. It is also clear from the report that few of those interviewed had tried to establish a better dialogue with CIA/NIC to improve intelligence support or knew where to start even if they wanted to. [ ]

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2. The response I propose you send to Ambassador Armstrong (at Tab II) would acknowledge that Weiss' findings generally parallel our own perceptions but also would express dismay that the policymakers have not paid enough attention to detect changes we have made or their impact. To support this approach, I recommend that you forward to her a copy of the speech I made in the Auditorium last January outlining all of the problems listed in paragraph 1 and more, and proposed remedies (at Tab A); a copy of the DDI Research Program (at Tab B) that clearly demonstrates the long range work we have underway; a list of the NIEs and SNIEs completed since the first of the year (Tab C); and three sample bibliographies of research completed (Tab D). Additionally, the letter would allude to our problem in obtaining "negative feedback" and inform Ambassador Armstrong that I am in the process of meeting with most of those interviewed to stress the importance we attach to them letting us know when our analysis or estimates do not meet their needs or are inadequate. [ ]

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3. I believe this letter sets the right tone in terms of welcoming the PFIAB's efforts and indicating that you share their perception of the problems while at the same time setting the record straight on how much has been accomplished in the last year or so. John McMahon, Chuck Briggs and Harry Rowen all concur with the text of the letter and in this approach. (U)

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[ ]  
Robert M. Gates

Attachments:  
As Stated

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